**The Encouragement Index**

*How frequently do you typically engage in each behavior? Write the number (1-10) from the scale below that best describes your response to each statement on the blank line in front of the statement.*

**1 2 3 4 5**

**Almost Never Rarely Seldom Once in a While Sometimes**

**6 7 8 9 10**

**Fairly Often Often Usually Very Often Almost Always**

1. \_\_\_\_\_\_\_\_\_\_ I make certain we set a standard that motivates us to do better in the future than we are doing now.

2. \_\_\_\_\_\_\_\_\_\_ I express high expectations about what people are capable of accomplishing.

3. \_\_\_\_\_\_\_\_\_\_ I pay more attention to the positive things people do than to the negative.

4. \_\_\_\_\_\_\_\_\_\_ I personally acknowledge people for their contributions.

5. \_\_\_\_\_\_\_\_\_\_ I tell stories about the special achievements of the members of the team.

6. \_\_\_\_\_\_\_\_\_\_ I make sure that our group celebrates accomplishments together.

7. \_\_\_\_\_\_\_\_\_\_ I get personally involved when we recognize the achievements of others.

8. \_\_\_\_\_\_\_\_\_\_ I clearly communicate my personal values and professional standards to everyone on the team.

9. \_\_\_\_\_\_\_\_\_\_ I let people know I have confidence in their abilities.

10. \_\_\_\_\_\_\_\_\_ I spend a good deal of time listening to the needs and interests of other people.

11. \_\_\_\_\_\_\_\_\_ I personalize the recognition I give to another person.

12. \_\_\_\_\_\_\_\_\_ I find opportunities to let people know the *why* behind whatever we are doing.

13. \_\_\_\_\_\_\_\_\_ I hold special events to celebrate our successes.

14. \_\_\_\_\_\_\_\_\_ I show others, by my own example, how people should be recognized and rewarded.

15. \_\_\_\_\_\_\_\_\_ I make it a point to give people feedback on how they are performing against our agreed-on standards.

16. \_\_\_\_\_\_\_\_\_ I express a positive and optimistic outlook, even when times are tough.

17. \_\_\_\_\_\_\_\_\_ I get to know, at a personal level, the people with whom I work.

18. \_\_\_\_\_\_\_\_\_ I find creative ways to make my recognition of others unique and special.

19. \_\_\_\_\_\_\_\_\_ I recognize people more in public than in private for their exemplary performance.

20. \_\_\_\_\_\_\_\_\_ I find ways to make the workplace enjoyable and fun.

21. \_\_\_\_\_\_\_\_\_ I personally congratulate people for a job well done.

**Reflect on the Results of the Encouragement Index**

*Instructions*

1. Transfer the ratings for the statements to the blanks provided on the next page. Notice that the numbers of the statements are arrayed vertically (e.g., from 1 to 7 in the first column, 8 to 14 in column 2 and 15 to 21 in column 3).
2. Add the three ratings in each of the seven rows. For example, add the ratings for items 1, 8, and 15. For each row, your total score could range from 3 (if you gave yourself a 1 for each item in that row) to 30 (if you gave yourself a 10 for each item in that row).

You will now have a score for each of the seven rows. These rows represent the Seven Essentials of Encouraging the Heart.

1. On the response sheet, label each of the rows as follows:

**The Row That Starts Contains the Items**

**with the Number for the Essential**

1. Set Clear Standards
2. Expect the Best
3. Pay Attention
4. Personalize Recognition
5. Tell the Story
6. Celebrate Together
7. Set the Example

For example, label the row starting with item 1 as “Set Clear Standards.” That’s because 1, 8, and 15 are items that measure “Set Clear Standards.” Label the row starting with item 2 as “Expect the Best.” That’s because 2, 9, and 16 are items that measure “Expect the Best.” And so on.

**The Encouragement Index Response Sheet**

**Totals Essential**

1. \_\_\_\_\_ + 8. \_\_\_\_\_ + 15. \_\_\_\_\_ = \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. \_\_\_\_\_ + 9. \_\_\_\_\_ + 16. \_\_\_\_\_ = \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. \_\_\_\_\_ + 10. \_\_\_\_\_ + 17. \_\_\_\_\_ = \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

4. \_\_\_\_\_ + 11. \_\_\_\_\_ + 18. \_\_\_\_\_ = \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

5. \_\_\_\_\_ + 12. \_\_\_\_\_ + 19. \_\_\_\_\_ = \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

6. \_\_\_\_\_ + 13. \_\_\_\_\_ + 20. \_\_\_\_\_ = \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

7. \_\_\_\_\_ + 14. \_\_\_\_\_ + 21. \_\_\_\_\_ = \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Kouzes, J. M., & Posner, B. Z. (2006). *Encouraging The Heart Workbook* (Workbook ed.). Washington D.C.: Pfeiffer.